

# MARKETING STRATEGY FOR AN E-BUSINESS FOR ENTERING THE KENYAN MARKET

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## MARKETING STRATEGY FOR AN E-BUSINESS ENTERING THE KENYAN MARKET

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## **Abstract**

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### **Marketing Strategy for an E-Business Entering the Kenyan Market**

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The purpose of this thesis is to find right entry points for Small and medium-sized enterprise (SMEs) entering an online market in Kenya. The recent information in Kenyan market shows that number of business are not meeting their objective goals if they stay in their traditional way of doing business despite of competition and as well customers or consumers are into online as a result of internet penetration in this economy. After the introduction of the internet, there is still a shortage of knowledge of e-business market strategies that could enable prospective companies to do business in Kenya. This study seeks to explain B-to-B online business in Kenya and identify access routes which SMEs can explore. Considering the weight of B-to-C as target point for many e-businesses, this study also took an elaborate view on this segment.

The qualitative method of research was used in this study; whereby, online questionnaires with questions was sent to existing business in the Kenyan market. In this study, a scientific approach was also used in order to improve validity and credibility of sources of data. Results show that there is increasingly e-business activity in the Kenyan market and companies have had to blend traditional ways of doing business to the modern internet supported approaches. The study aims to bridge an existing knowledge gap by offering possible recommendations for future use by SMEs targeting online business in Kenyan market. Target strategies will be discussed as in a real e-business practice, compared to theoretical part.

**Keywords:** Marketing Strategies, E-business, SWOT analysis, strategy identification and selection.

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## **1 Introduction**

E-business is an online retail market; the world has become like a global village, whereby businesses are done online due to an evolution of new technologies available. Companies are running less of their target objective goals, limited resources; introduction of surplus, opportunities available online and that's why internationalization has been introduced in the market. According to different empirical studies, e-business has an increasing influence as a major player for a modern way of doing business. It has been found that a number of companies see opportunities in this changing environment, and they have either decided to do business online with the ultimate goal of meeting their objectives or integrated e-business as part of their strategies.

The market has changed so as to its landscape over the past years as a result of competition and evolution of new technologies, emerging marketing strategies which have also been implemented to meet the needs of recent customers and consumers in all fields. Traditionally competitors in the market were focusing on quality of products and loyalty of customers; but the main idea is to satisfy customers in a way they wanted to be served using directly modes. For instance, customers have their own needs and wants, but the question is how to reach them and meet their needs in a realistic and most convenient manner?

Marketing strategies have been introduced to act as map which includes identification of the market and their needs, then comes when to get there - means of reaching there and what to get from there. A large share of businesses seems to employ similar strategies in the beginning, but we have found that, strategic plans need to be made clear in relation to objectives goals of the market has in with time and demand. This significant element has been the missing link between businesses and clients thus hurdling the marketing process. Therefore, future focus for marketing strategy is the key idea for all companies; understanding of customer buying behaviour online and strategic imagination of delivering good/services in a satisfied way which potentially would lead to positive results.

### **1.1 Background needs for research**

The background needs for this thesis is to find marketing strategies for small and medium enterprises who want to venture into e-business in Kenyan marketplace. Kenya serves as one example of developing economies which has number of available opportunities for e-companies and other investors. It is a great idea for e-companies to use the available opportunities in Kenyan economy. Competition in market nowadays is so tight, businesses are in the bottom line oriented; whereby, new innovative ideas are implemented every day giving no chance to a traditional way of doing business. Companies are no longer meeting their strategic objectives goals if they hold onto their traditional ways of doing business hence the resolve to use the gaps that are available online.

The research challenges for this thesis though is to find and identify strategic solutions to be used by SMEs when entering and doing their business in Kenyan market. Evaluation of new technologies have been promoted largely in the field of e-business in a greater way; factors like internet is used by online companies and their customers for communication, sales and promotion. There is a great expectation in the field of e-business in future with the size of demand and users arise every day. The traditional way of doing business is no longer incredible, the recent generation looks to be digitalised; whereby, all activities concerned businesses are largely done online.

With the use of available information in Kenyan market will act as prove to companies who have intention of investing in Kenyan economy. Online business is seen to be the only opportunity for small and medium enterprises; because the transaction cost is less, low labor cost; reduction of physical movement as well accessing to international market is easier and first without trading barriers.

## **1.2 The research problem**

The aim of this thesis is to find marketing strategies that satisfied SMEs when doing their e-business in Kenyan market. The research part will give comprehensive information on mode of entries and e-models; to be used by small and medium size enterprises, when entering and doing their business in online marketplace.

The research will focus not only on the existing e-business opportunities in Kenyan market but also the right entry points that are critical to driving business forward and also satisfying customer needs. It has been shown that companies fail to take into consideration variant needs that may applying in establishing an e-business. It is from this background of existing e-business verses opportunities that the research will be based on. While this research is carried to take advantage of available e-business opportunities in the market, there will be a question of why e-business entry modes are important particularly when entering a growing market with huge population utilizing new technologies as effective way of doing business. Indeed, small and medium size business are ready to venture into e-business because there are great opportunities in the domestic market and globally in future and offers single example as a country Kenya with fast rising economy globally apart from African market and Bangladesh.

The main research question are;

- (i) What are the marketing strategies for an e-business entering Kenyan market?
- (i) Which mode of entries is good for e-companies to use when entering Kenya market?
- (ii) Which e-model best to be used in Kenyan market?

### **1.3 Delimitation**

This study will be limited to business to business based on physical contact, but specifically on B2B and B2C based on electronic online marketplace. The literature part will explain more on theoretically the basis of good strategies and online marketplace, general activities that are contacted online including online customer building relationship, process management, supply chains management and data control and human resource management.

### **1.4 Research methodology**

The following section will review the order of research, scientific approach will represent, research approach will introduce while research process will describe the practicals parts.

#### **Scientific approach**

Very often, research problems come from real world, and theoretical explanation need to be found; and theoretical background emphasizes on the real facts that are contacted on the ground.

#### **Research approach**

The source of research is through literature, online sources and online questionnaires with structured questions including interviews taking in the case study based on the online business.

#### **Research process**

Starting with theoretical background, act as a summary highlight for e-companies; the practical part that is an online questionnaire and interviews act as real evidence information for the ongoing e-business market. Collection and analyzing of data is the only process that gives a satisfied solution to be used in the market.

Questionnaire has to be sent online to different emails and social media pages, the reason for using it basically is to engage users to participate in the process, and final results will give enough information to be used for research purposes. The interviews will be undertaken within Finland, a country which has very effective e-business models. This will contribute a large part of marketing strategies for both small and medium size enterprises and foreign e-companies which have intention of entering into Kenyan market.

### **1.5 Framework of study**

The thesis consists of eight chapters; the first chapter, explain about background needs of research, purpose and the research problems. The second chapter emphasizes on theoretical part of thesis; including market analysis, market segmentation, market mix,

SWOT analysis, opportunity analysis, business strategies, and social and economic facts on Kenyan market.

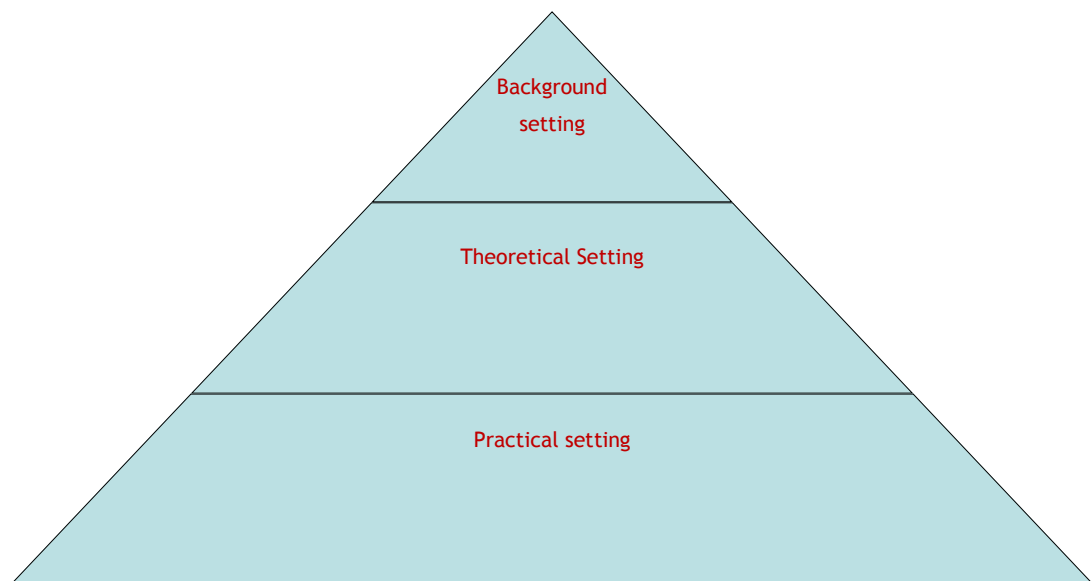
The third chapter concentrate on the real marketing strategies to be used, mode of entries, decision making, innovative ideas and global changes.

The fourth chapter gives all procedures for research, starting from methodology and method used; a qualitative way of doing research; including an online questionnaire, interview taking, collection and analysis of data; also validity and reliability of research.

The fifth chapter focuses on empirical study; six chapter, discuss the linkage between the theory and empirical studies; the seventh chapter, is conclusion and recommendation base on result gathered from study and online questionnaire research.

## 2 Theoretical background of study

Theoretical section of this thesis give general procedure for the research work starting from background steps on finding information, setting up objectives targets goals in the field and finally performing the practical part of it, which gives the answers or solution to our need of research work; the figure below shows clear picture for study works in the field.



**Figure 1:** The theoretical background for a research study in the field.

### 2.1 Theoretical approach

According to (Christenson 2012, 4). E-business is the application of information and communication technology in support of all the activities of business. E-commerce con-



tribute to the exchange of product and services between business, groups and individuals and can be seen as one of the most essential activities.

An electronic service was introduced in 1990 by Tim Berners-Lee, it was used for commercial purpose. In the year 2002 new ideas were implemented; whereby electronic services were turned into an opportunity for business uses; With the support of internet and intranets network, Number of businesses today do online business because it is less costly, demanding, efficient and flexible to use electronic services; new model of e-business had been introduced example are online shops, online store and electronic business.

### **2.1.1 Marketing analysis**

It has been found that number of companies see opportunities in this changing environment, and therefore, they have decided to internationalise (Root 1994, 270). Technology changes influence field of business globally, business are done online, whereby customers' relationship is made online including suppliers, distributors and consumers who are ready to use the available products and services globally.

From research; number of companies fail to meet their strategic objectives if they stay in their domestic market, competition in the market is so high that forces business to move to other available opportunities in the foreign markets. Internet is a factor that promotes communication, between different companies B2B or B2C.

The research shows that number of countries depends mostly on import; because, of limited resources in their present market, due to unavoidable circumstances in the country, demand for basic needs and wants increase often because of limited resource and environmental changes. Such obstacle had created opportunities for online markets to do their business with demanding environment. The idea of online shop and store had been introduced to satisfy first growing generation. Customers and consumers are free to buy products and services in order to satisfy their own needs.

The introduction of surplus has created opportunities in the market, apart from exchange of products and service for the countries to meet their goals; they have expanded their idea of doing business with foreign markets globally. It's found that numbers of countries are taking advantages of cheaper products or service in the foreign markets. With the use of available information online showed number of interests in developing economies. Emerging economies such as China, India and Africa are growing so fast; Therefore, there are high demands for investment for businesses. Factors such as high technologies, cheap labour and available market give chance for investors online.

Kenya has the best market for e-business; prove from the recent information about economic and social facts give chance for investors to do their business in Kenyan economy. According to Farreira (2015) Kenyan economy had an increase growth of 5.5% between the year 2014-2016. Kenyan economy is one example of developing economy globally. The introduction of online business in Kenya has limited the physical movement,

reduce the cost and open opportunities for firms and small business and medium size enterprises SMEs to access the market globally that used to be difficult for transaction and other barriers.

### **2.1.2 Marketing segmentation**

Market segment is the strategy guide that helps identify key segments and more important tools it includes, demographic, psychographic and behavioural (Turban et al. 2006, 152) knowledge to manage those segments in the market.

E-companies are to apply skill-full and tactical strategies when identifying the needs and wants for their customers and consumers online. From geographical point of view about Kenyan market, question such as this should be considered, how often people from urban, rural and foreign customers buys their products/service online in Kenyan market? And what are the factors promote them to shop online instate of offline? The growth use of digital technology has impact largely on small and largely firms. Kenya export number of products across the border such as coffee and tea in large quantity globally. The use of electronic is the main source for communication and online data management and supply chain planning.

From the psychographic view, it shows that number of Kenyan are middle-class families, and middle-class men run their business in domestic market successful because of the available market; working class and non-employed personnel all are able to effort in the same market. This is the only opportunity for small and medium size enterprises to venture into online business because the growth of internet and social media users increase day by day. In addition to this it is import for the e-companies to be part of social media. In order to able to be in contact with their customers every day and by building their brand awareness.

Behavioural identification of online customer has been difficult because number of customers act in different manner, when they bought products or services online, has we compared to traditional way of doing business, identification of customers was easier to made with the use of observation, focus group and interview taking with different customer and in different marketplaces. It is first to understand the attitude of different customers towards different products, influence and explanation of product or services can be easily promoted in and open field than with online customers using website; such as twitter, facebook and email, the number of customers had no time for an explanation online.

New strategic skills have been used to identify the real need of online customers, has we understand the online target customers their ages, users, popular sites. For instant youths now days post on facebook what they are interested in; likes and comments from their friends; it is easier for one person to post something within a second in one place and be able to be seen by thousands of people in different place within a day globally; for an online company to use such strategy, their products or service need to be compet-

itive in terms of prices, quality, design. We all understand that different customers have a different test; a number of customers believe that products/services that are expensive are of high quality and durable; while others are influenced with what their friends or family are buying from the market.

### **2.1.3 Marketing mix**

Marketing mix is a way of promoting products in the market either online or offline, a number of methods have been introduced to meet target markets and customers, after identifying the needs and want of the real customers in the market. Companies do market on their product, price, place and promotion in a competitive way in order to add value for their customers.

Marketing strategies have been implemented concerned the products or service to be sales online. For instant how products, price, promotion should be made valuable for the target customers and consumers. Online business modified the products characters concerned the need and want of their target customers, by using competitive advantages compared to their competitors; for instant varieties, quality, design, brand name, features and packaging. This is made clear to create attention and interest for the customer to buy the product. Online businesses create their own website using their own trade name or sign to distinguish themselves from other online business or competitors that have somehow related products. The name of the company and brand names of products or services are the main factors, all customers are able to access their needs and want, despite the present items or entrepreneur using transaction and communication as a factor of trust.

Secondly, companies usually mention the place where their business is located, numbers of store and the efficient way to find their products or service in advance. In comparison to online marketing places, a number of online stores, e-shops, and e-tailing are mention to satisfy all customers who have the intention of shopping online within their geographical area or outside. A number of channels has been introducing for the deliverance of services. Shipping and G4S are an example of companies that are more trusted and secured, insurance is in charge of all risk that happen during delivering of physical items from the firm to the final consumer.

Thirdly is price; for a company to be competitive in the market, price is seen to be one factor that makes product superior, compared to other products; for a companies to have this advantage, there must have been low product cost, labours cost, distribution cost, available market that reduce the cost of promotion; apart from company offering discount, allowances, credit terms and payment period, for their customers. Price listing has been a challenge in the online marketplaces; because a number of companies made their own decision basing on their different situation, not comparing the general price in the market; this has interrupted the interest of customers buying online. Online price listing is made base on competitors and general price in the market. Trade policies have

been made concerned the online business, this secures all areas for products, prices and promotion as well distribution channels.

Lastly is the promotion; it is done in different ways for instant, advertisement, personal sales, public relation, and sale promotion. Promotion of products or service is done by increasing the sales, different business does it for different reason, for instant, when new products or services are introduced in the new marketplace; if the company had met their target goal for annually, or finalising old products in order to introduce new fashions in the market, also promotion is made when business has other alternatives to meet their target goals, they use promotion to balance their equilibrium table. Online business uses direct promotion in order to meet their online target customers, they use web site such as facebook, email, twitter to reach their target customer and consumers, before promoting their products or serves through such channel, there are factors that are to be considered such as, number of users, target group, cost of promotion and long-time management relationship. This has become the only opportunity for e-companies to meet their customers online and market their products or services.

## 2.2 SWOT analysis

SWOT analysis was used to measure the strength, weaknesses, opportunities, and threats that might affect positively or negatively the business now or in future.

The analysis was focusing on whether e-businesses were going to create opportunities for SMEs in online Kenyan marketplace or threatening them. The used of SWOT analysis also were used to see whether SMEs was going to make an easy way out when accessing to online businesses as in relation to strengthening the existing buyers or producers relationship and reinforcing existing power relation.

The SWOT analysis was also acting as a channel to give a number of possibilities that are available in contrast to risk or threats that are seems to be a barrier when doing online business. The results of the analysis were acting as the general picture for the online marketplace concerned the all opportunities available, legal policies for trade, the number of competitors and other barriers.

Strength	<ul style="list-style-type: none"> <li>• The operation in b2b is more advantages with the use of internet compared to physical movement.</li> <li>• It has reduced the transaction cost.</li> <li>• Small and medium size enterprise are able to access easily to domestic and international market globally</li> </ul>
weakness	<ul style="list-style-type: none"> <li>• Language barriers in transaction and communication in a different</li> </ul>

	<p>marketplace.</p> <ul style="list-style-type: none"> <li>• A number of customers are not used to electronic services.</li> </ul>
opportunities	<ul style="list-style-type: none"> <li>• It gives an opportunity for producers firms to enter into the new market and to strength their position in the international market.</li> <li>• E-business gives small and medium-sized enterprises (SMEs) the ability to access international markets that used to be difficult to enter due to high transaction costs and other market access barriers.</li> </ul>
Treat	<ul style="list-style-type: none"> <li>• Competitors – traditional way of doing business has built a strong foundation to their previous customers, suppliers and intermediaries which take a long time to turn them into a digital use of technology.</li> </ul>

**Table 1:** SWOT analysis

### 2.3 Opportunity analysis

It is high time for Kenyan small and medium size enterprise to realise the available opportunities in the online marketplaces. There is high demand for online shops and online stores; the invention of new technologies, such as the use of internet and intranet had impact largely in the field of e-business. The introduction of smartphones and other devices had allowed every customer to check products online and be able to buy. E-businesses are taking advantage of transactions cost which is less sensitive to distance than traditional marketing channels. Accessing to global markets is easier and it simplifying the market channel is more efficient to B2B, it enable firms to retain a large share of the final consumer price. (Humphrey & John 2003, 10)

### 2.4 E-business in Kenya market

According to Gathii (2013). Kenyan is reported to be taking part in e commerce industry and it is growing rapidly every day. It is reported that there are 22 million internet users and 31.8 million mobile subscribers. The introduction of smartphones and other phone devices has promoted largely in social media, this has become the only opportunity for small and medium size enterprises to reached to their target customers through online advertisement and sales.

When e-commerce began to boom in United States, Japan and other parts of the world; Kenya's lack of widely available internet service, even in the year 2010, meant Kenyans did not have access to speed internet, which limited the nation to take advantage of e-commerce. Fast forward to today and Kenya is not taking part of e-commerce only but is flourishing and growing rapidly every day. (Feinstein 2013)

Kenya found to be a leader in technology in East Africa; it is not surprising that Kenya is taking advantage of e-commerce. Mix in popularity of mobile payment and M-pesa and the shift make even more sense. It is true that number of Kenyan customers purchase their service online like, digital or non-shippable goods such as computer software, downloadable music, movies, tickets, and reservations, but our study is to increase the sale of goods and services online, this will open the door for small and medium size enterprises to take advantage of industrial growth.

According to Lyran (2012, 4) The main activities for the e-business are to be successful involve customer relationship management, enterprise resource planning, document management system, and human resource management. Small and medium size enterprises to venture into this field of doing business online, they have to consider online risks, by making the right decision based on market and customers or consumers, concerned by building online customer relationship B2B and B2C.

Kenya has good networking environment and the country is known to have larger outlet source channels for export and import of products within East Africa, Europe, Asia and Dubai; this will be suitable for the supply chain management; also, Kenya has good connections that merge with international markets channels, as in domestic market this gives way for small and medium enterprises to manage their transaction efficiencies even to international markets. Online data management is more secured for online businesses and shoppers; Kenya has set trade policies concerned with internet users in all fields including online business. This builds more trust and confidence for the old and new entrepreneurs without having any risk.

E-business has created more advantages to Kenyan business; online sale has reduced physical movement, which is more expensive, labor cost and low price of goods. Firms and small and medium size enterprises are able to venture into both domestic and global markets.

## **2.5 Social facts in Kenyan market**

According to the report on social media users in Kenya; it has risen from 71.1% to 71.8% which is an increase from 16 million to 19.2 million, from the year 2011-2013.

Kenya is the first leading in the field of technology in East and Central Africa, Kenya launched the first worldwide online payment, of what they claim as world first virtual payment card that operates on a mobile phone-based wallet called pay online. The idea was to make their customers purchase online using their mobile phone, internationally

master card merchant around the world. Kenyans has been using mobile phones for social purposes, but the launching of online pay master card, had made easier when purchasing product online without payment card, its great opportunity for small and medium size enterprise, because number of Kenyans use mobiles phones with internet application and it is easier for them when they are purchasing their products online within Kenyan and abroad.

According to report from e-marketer, says that one in every four people will have a social media account in 2013 across the world, use of social media grow so very fast (by Sophi, through treach.com) the use of social media looks to be opportunity for small and medium size enterprises to market their brands as well sales their product to local customers and to global customers in future.

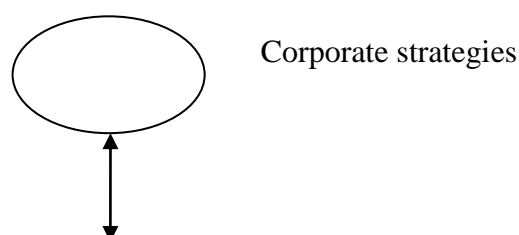
Technology had impact largely in the field of business; the internet is one factor that had influence the process of electronic service use for communication and other function such as advertisement and marketing. Before, electronic service was only used for communication and data transaction, but today it is for advertisements, marketing and sales.

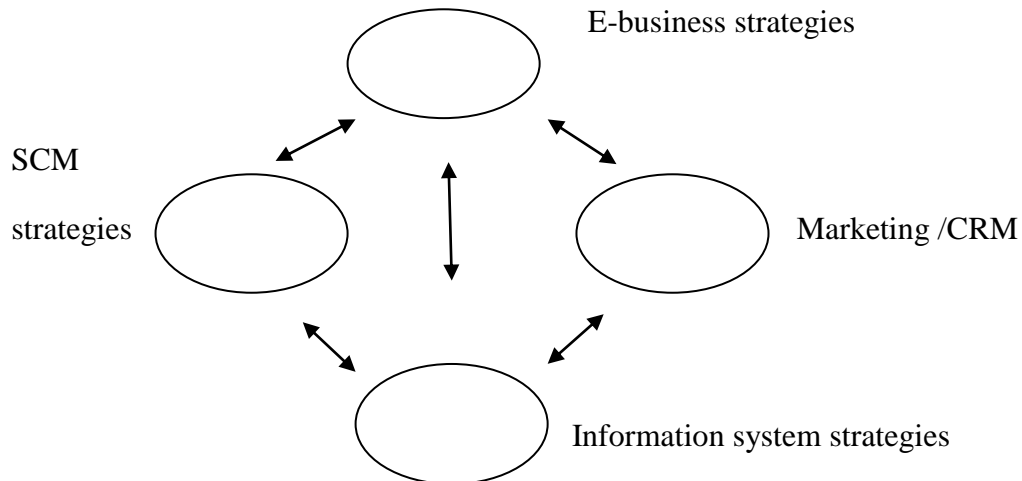
A number of people use websites such as facebook, twitter, emails for communication and other business; but e-marketers has taken advantage on such site to market their brands as well sales their products to their target customers and build an online customer relationship.

### **3 Marketing strategies**

Marketing strategies are direction and scope of an organisation over the long term, which achieves advantage for the organisation through its configuration of resources within a changing environment to meet the need of market and to fulfill stockholder expectation . (Chaffey 2002, 162)

E-business strategies should support corporate strategy objectives and it should support functional marketing and supply chain management and build a customer relationship. The figure below showed structure of e-business strategies, such approach support internal and external electronic communication that can influence corporate strategy.





**Figure 2:** Relationship between e-business strategy and other strategies(SCM Supply chain management, CRM customer relationship management)

The use of such figure give the full structure of constraints and opportunities; objective, buy-side, sell-side of electronic commerce, after understanding all forces from environment analysis SMEs need to set objectives that run CRM and SCM and online information system for all consumer or other customers.

The field of e-business is growing so first, and so too customers demand. Consumers hold all cards online as the internet is a pull-driven medium- it is the consumer who decides if he/she is going to engage in business with your company or not. (Sweeney 2007, 2)

Findings show that a number of people use computers or phones in their daily life for different purposes, for instant communication, entertainment, listening music, watching movies, checking out news and doing research. Reports from Kenya show below indicate that a number of people use electronic devices as their medium for communication, listening music and checking out the news. The figure below shows online users and percentage.



Go online	Percentage
Use email	13%
Get news	15%
Face book	23%
Looking for spiritual information	7%
Get health and medical information	3%
Buy products	4%
Do research	2%
Sent instant messages	9%

**Table 2:** The use of electronic devices for different purposes

Small and medium size enterprises should focus on web-site platforms that have a large number of users and traffic in order to promote their products/services in low cost and many customers in a shorter time.

Behaviour differs from gender to age to culture and so on, youth are into music and games while women use the internet when seeking for health and religious information and finding locals store where they can purchase the products and likely gift cards for their men. Such inform help e-companies to identify their target market and a number of customers who are online.

Small and medium size enterprises, need to understand that; their customer vary differently, localization and personalization in a customer event environment can increase the effectiveness of their online effort because they are giving their customer what they want and taking them as the unique individual. (Sweeney 2007, 5)

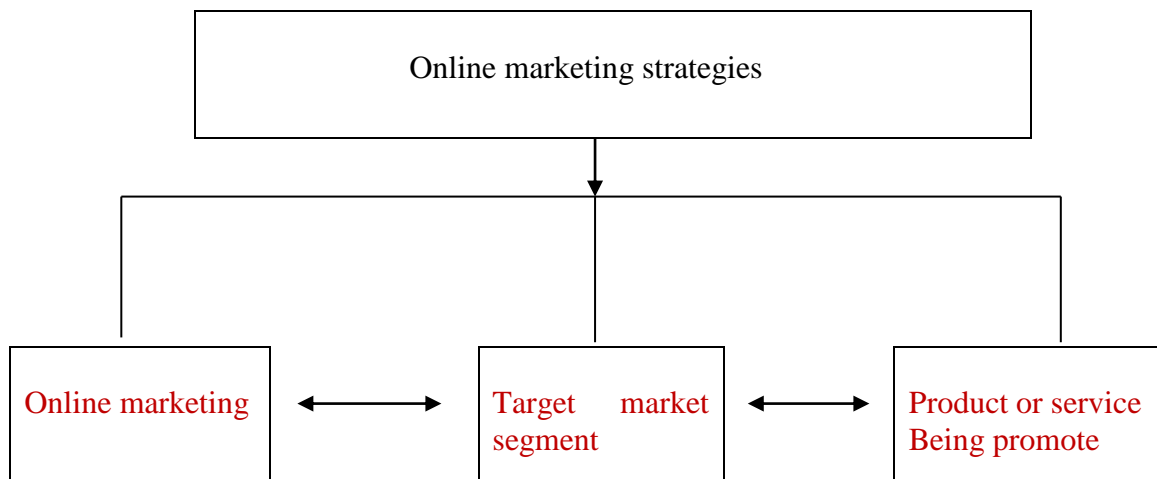
The internet is changing consumer behaviour, word of mount has been replacing by the internet, people are to the internet more often to conduct products, researching before making their next purchases, they are out there looking for the best price, comparing features, looking up reviews, researching where to buy that is close to them, and buying online, more knowledge means more power to the consumers. (Sweeney 2007, 5)

It is a great idea for small and medium size enterprises to understand their working environment before developing online marketing strategies, SMEs need to make clear plans concerned the objective and measurement to be carried out online, planning strategies for online website should include, understanding the objective, identifying their target market, understanding the users and what to promote online.

An online communication channel that you choose, executes each campaign you launch to your target. For SMEs to be successful, they need to plan their internet strategies well in advance, research reveal that the average online marketers that are using PPC cam-

paid or organic optimization as means of driving traffic to their website are dedicating on average 36% of their total online, advertising cost to the medium; that is online/offline advertisement budget. (Sweeney 2007, 18)

The consumer question that arises is – how SMEs are going to plan internet strategies in a world where technology is changing – yes technology changing but this does not affect only their internet strategies, it affect every facet of their business, the answers are how are they going to make their plans in order to grow their business online. (Sweeney 2007, 18)



**Figure 3:** Online marketing strategies

It is a great idea for SMEs, to understand – how to do their management, the growth of their business from start; for instant, how their business will be in the next one year or two years and more, they have to develop the strategy to facilitated the growth both for sales and delivery point of new products or services in online marketplace. (Sweeney 2007, 19)

Small and medium enterprises need to Understanding, what they are trying to achieve online, this plays a critical role in the planning for their website and overall online marketing strategies, SMEs need to put in place primary online objectives for marketing strategies, identify their target market segment and be able to understand how other competitors promote their products on website. (Sweeney 2007, 20)

The use of such ideas will help SMEs to great brand awareness to their identified customers, in online marketplace, it will also increase qualify leads for the internal sales as a results from new opportunities and strategies, the revenue will increase as a results of online and the internal cost will decrease by streamlining the share of online management.

It is important for SMEs to understand what they are trying to accomplish online, who they are to communicate, who are their target market online and segment for their target customer who will visit their website. As like most other business, there are a different segment for customers base. In the process of segment the existing customers by bringing them to your website, there should be assurances for everything in line from branding perspective, that the content on the site speaks to the need of those customers group and easier way of working on them through the buying process- whether it be to buy online or to complete a task of some sort to display their interest in your products or services. (Sweeney 2007, 21)

From our review; It is easier to keep on existing client than it is to get new. SMEs should understand that it is a competitive world outside there. It is most cost-effective ways to communicate with your previous client. SMEs need to sustain the previous customers before introducing the new customers in the new marketplace; this will be a small advantage.

Understanding of target market affects also target customers. It is one thing to know whom you are targeting, and how to get them into the front door. Learning or studying about the user of your product or services, it is the easiest way of getting to know their weakness and strength; controlling and making decision-based on the market depend mostly on final consumers. An entrepreneur always never takes a risk before performing research concerned the available market or not. For the business to successful without any risk or loss in new marketplace either online or offline depend with current information or future expectation about market, in terms of gaps or another treat that might enter the running an along the way; SMEs should have clear view of marketplace concerned their target customers or consumers, and ways to sustain their obstacles and satisfying their customers effectively.

SMEs need to set their website clear in order to create interest for their customers, for both old and young people. Buttons should be clear, Easy to use navigators system provide the user with clear labelled navigation option in an open structure as opposite to drop down, minus hidden layers of navigation and excessive cross-linking. They should eliminate the need for horizontal scrolling small pop-up windows that contained important information and open new windows to be larger enough to minimize vertical scrolling, a number of target customers or consumers had less knowledge of using the internet especially for those who leave remote areas whereby connection was difficult. (Sweeney 2007, 23)

Internet users are picky and they have a lot of option to them online so it is important that you give them what they want, also use the former strategies for older customers to ensure that they remember the experience they have had with your business, which will in results in repeat business and exposure for your business as a whole.

It is always known that; company knows their products inside out, it is amazing how many business get caught up in the design process of their internet presence and lose

sight in what they are actually promoting online, it is quite often many businesses wondering how their website looks that they actually forgetting about what they were promoting, whom they are targeting and why they are even promoting online in the first place; SMEs need to set right foundation concerned with the area of operation effectively in order to satisfy all customers or consumers without any risk. (Sweeney 2007, 24)

Online business should understand what they are promoting and what customers are in need in the online marketplace; also, there is need of understanding difference of selling to someone online and face to face. SMEs need to consider factors that play an influencing role by encouraging online user, to take the next step and engage in their business and offering, SMEs should have promotion events as well online discount, this participation might encourage the old or new customer to buy more and stand as long term buyer in a company. (Sweeney 2007, 24)

For an instant, when online business wants to promote their products or services; convincing techniques need to be used in order to attract the attention and build interest for their customers and why their products/services are superior in the market; the process of developing product x, a material made from that products. Such strategies will build confidence in customers to decide and buy the products/services and even reaching and extent of influencing their close friends to purchase too from the same website.

The internet provides business with a dynamic opportunity to extend their reach to new users and previous client, all in an effective environment. (Sweeney 2007, 26)

The intention of internet users in the first place for their business was only to deliver the reputation, LIFO techniques was used by e-companies in the first place; They believe that if they submit their business regularly by advertising and doing promotion they would stay top of the result. (Sweeney 2007, 33)

In 1992, many engines were depending on LIFO principles in order to stay on top. In 1998, the introduction of google provides better results than other engines. It was possible for a company to advertise varieties of products using different links to many customers by one website. (Sweeney 2007, 35)

The formula for the business to success is basically online business should focus on the right e-business model drive their marketing to several users online with the use site like emails, facebook to reach their target customers; with the support of right website like google and youtube which are more use, and finally the right website traffic which has more popular followers such as twitter, facebook page, this all led to successful e-business.

After the owners of website wanted to see results in or return on their investment, people realised there is a formula for e-business success. The second generation realised that it was not just any traffic that they wanted, but target traffic. (Sweeney 2007, 34)

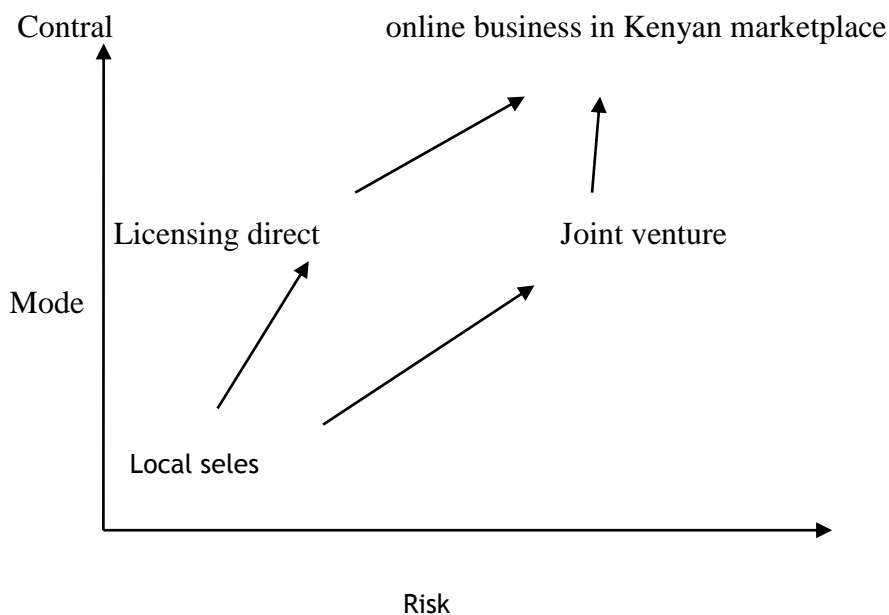
### **3.1 Marketing entries and decision making**

Marketing entry modes are entrants that are use either by foreign markets or domestic to enter into new marketplace, examples are Exports, licensing, joint venture and franchising, from our market view point; number of factors are consider from different companies either offline or online business, before venturing into new business.

The company always venture into business with a purpose of minimizing the market risk, they consider factors like low intensive mode of market participation and high intensive mode of market participation.

The alternative mode of entries also can be distinguished through the use of external or internal analysis, by considering factors like, macro environment or micro environment; for instant, opportunities, pest analysis, threats, opportunities, strengths and weakness.

According to research low intensive mode of market participation is the centrol point whereby most marketers are using them to succeed in the market, with low intensive cost; company get benefit of low transation cost, competition, subsidiaries and high demand. While high intensive cost; has high competition, transaction cost, number of subsidiaries and low demand in the market.



**Figure 4:** Mode of entries and strategies

The use of PESTEL forces is another alternative to analyse the market as a factor for the business to understand the risk that might affect country either in future or present; for instant, economic, social, politics, technologies and legal stractures. This all gives a clear picture about the performance of the country in the market either externally or in-

ternally. This will help business to avoid risk as well get opportunities in certain area that as gaps.

The use of pastel force is channel that helps a new business to understand the strength, weakness, opportunities and threat that might affect the performance of the business in future either domestic or in foreign countrtries.

As we compare to marketing entry strategies; for instant, replication the competitive strategies in a new market need more experience, before SMEs had their own adaptation and development of old customers and the image or behaviors of their customers in the market, decision of venturing to online business need to consider pestle force like economy of the country, level of income, employment rate, population and technology that might rainforce ther website information and communication. Legal is another factor that regulates the movement of business in the country, it prevent right of sales and buyers, for instant safety of tax rate, licensing and registration.

Politic	Government type and policy Finding grant and initiative
Economy	Inflation and interest rate Labour and energy
Social	Population, education,media Lifestyle, fashion and culture
Technology	Emerging technologies, website Information and communication
Legals	Regulation and standard Employmnt low
Enviroment	Weather and ethical issue Polution, waste, recycling

**Table 3:** Pestle forces

### 3.2 B2B and B2C approach

B2B is the transaction between business conducted electronically over the internet, extranet, intranet or private networks; such transaction may take place between business and its supply chain members, as well between business or government and other business. (Turban et al. 2012, 181)

According to Michael porters classic 1980 model of the five main competitive forces that impact a company still provide a valid framework for reviewing treat arising in the e-business. B2b need to have potential target of customers in the market, who purchase their product or service on a certain point and current market shares. Also, the demand for products then needs to be considered relative to the number of companies who have internet access.

As we compared to tradition market and online business; SMEs need to develop marketing strategies, for instant, replicating the competitive strategies that served them before in their offline business by transferring their brand names into online market needs to adaptation of their old customers and consumers; by making clear events announcing their move as well still promoting their good and services offline.

SMEs need to embrace a mass marketing mindset, they need to have the competence that made them huge corporation in the first place because of intensified competition and fragmentation that had developed in their previous market. This approach is suitable for both current conditions, emerging markets and for the market penetration objectives behind their market entries. (Arnold 2003, 3)

The new entries into market and purpose of meeting with other new customers and competitors; SMEs should have mindset which includes the need for aggressive attention to prices competitiveness reintroduce as the medium term goal in online business; for new market strong links suggested that replication strategies typically executed with low-risk form of market participation result in market skimming rather than true market penetration and development. (Arnold 2003, 3)

SMEs should use methodologies that are more advance has it to concerned to the digital generation, they have to determine the research engine they want to focus on and learn about their algorithm or formula for ranking sites. There should be good allocation different keywords and keywords phrase to a different page of website base on the content.

## **4 Research methodology and methods**

Research is seeing to be a study undertaken in the field by one or more personnel in order to find facts, figures, feeling and opinions; which are finally analysed to give recommendation and solution for the research problems or challenges in the specific field. It can be done using both or either method of research, for instance, qualitative or quantitative research. (Saunders, Lewis & Thornhill 2004, 4-5)

### **4.1 Research approach methods**

In this thesis, qualitative research method was used as a way of gathering information for making decision based on the new market. Qualitative research is used to gather non-numerical data such as interview, pictures and questionnaire, such method always focuses on customer behaviour. (Saunders, Lewis & Thornhill 2009, 480)

In our study field, we focus on the questionnaire, whereby, we set a question that was basing to our research problems, the need for research was necessary; because, the question was not only to be discussed in office and find solution immediately. The intention of research was to get real facts that give clear evidence on our daily business that are contacted in several sections in the market in relation to marketing strategies for SMEs when doing online business in Kenyan market.

We choose a qualitative method of research because it was more flexible to be contacted in the field. After we set our online questionnaire, we create online survey using a design that was more secured and easy for our audience.

The data was to be collected after sending an online questionnaire to different emails, facebook pages. Personal interview was also contacted in Finland as a backup information to our research problems. The theory part was collected through literature and online articles. Research questions were set according to the need of research problems and objectives based on the online marketplace. The main question for research was, how small and medium size enterprise was going to market themselves to online customers in Kenyan marketplace. We all found that there is a great opportunity in Kenyan market as compared to other developing countries, from the recent research information; Kenyan is known to be one of developing economy globally. Including other factors that promote the field of e-business such as improve in the sector of technology; good internet network, an introduction of smart phones, other devices and Trade policies changes.

The other major research question was the mode of entries to be used by e-business in Kenyan marketplace, e-model, method of reaching their target customers and finally how their customer was going to be aware of an online store. The questionnaire was sent to a number of e-business practitioners and other small enterprises who want to be part of online business in future. The reason for using online questionnaire was to



gather large number of information in shorter time from a different perspective point in the Kenyan marketplace base on online business, answers were made by individuals base on their opinion and the real facts that are happening in the online business in the Kenyan market.

Interviews were also contacted within Finland in personal through friends and few of entrepreneurs, who has good ideas about e-business. The interview had several ended question which gave the interviewee the possibilities to give more in-depth answers about e-business Kenyan marketplace and opportunities for discussion. This was done in different place, time and dates. It takes approximately of six weeks to gather information according to the target number of participants. Finally, all data collected were to be analysed then the best results were to be grouped for decision-making based on the marketing strategies for e-business in Kenyan market.

#### **4.2 Validity and reliability**

According to Saunders, Lewis & Thornhill (2009, 603) validity refers to the extent how well the data collection method, measure what they were supposed to measure. Reliability refers to the extent to which data collection technique will yield consistent result over. (Saunders et al. 2009, 600)

The validity and reliability data in this thesis are based on trustworthy material listed under reference. The theoretical part can be considered as reliable since the information has been gathered through different source articles that cover the objective for marketing strategies for e-business. The information collected from e-business in Kenyan market act as real facts about the ongoing business, the question answered will be considered as reliable because the information was written in answered questionnaire which was sent to an online survey to different personnel including personal interview contacted in Finland.

The results of this thesis will be generalised to other developing economies, similar to Kenya economy, research was based on all field of e-business globally. Since the world had begun like global villages; every entrepreneur/individual believes that there is freedom for anyone to shop, sell pay or get paid online globally as a result of technology changes.

#### **5 Empirical studies**

The research study work took place between week 2 and 7 the year 2015, whereby we contacted online survey questionnaire by organising number of question to be sent to our respondents and collecting a number of emails address from various e-companies in Kenya and specific names in facebook pages that were available in Kenyan online. We used steps that were more flexible and easy to get all data in our target time. The methodology we use was qualitative research method; whereby, we attached and sent a number of online question to different target participants through emails address and face-

book pages; example were local e-companies including Safaricom, N soko and soko text, small business, and Individuals in Kenya. Also, we proceeded by contacting personal interview with a number of e-companies in Finland to further for more information which was also helpful to our research question. After our field work, we collected all the data that were necessary to be used in research challenges; we then accumulate all the data together; then finally we select the best alternative that were matching to our research obstacles;

The purpose of the research was to find satisfying answers to be used by specifically small and medium-size enterprising in Kenyan online marketplace when marketing themselves to online customers and consumers. Strategies were to be measured in a competitive way to meet the needs and want of all target online customers.

Basing on our major research questions, a number of a questionnaire that was sent online was 150 copies and the percentage of answered questionnaire was 40%, while unanswered questions were 60%. We also take a step by making phone calls to hear from our respondents, some were able to call back while others did not call back. We also contacted personal interviews with some advance online companies in Finland to hear their views about Kenyan online business and marketing strategies that are favorable for Kenyan online marketplace. Below are tables for our online survey questionnaire and personal interview questions contacted in Finland.

#### **Online Survey Questionnaire B2B E-busines in Kenya**

Survey questions	Existing e-companies in Kenyan market	Local SMEs in Kenyan market	None entrepreneurs and local customers in Kenyan market
What are marketing strategies for SMEs to be used in Kenyan online marketplace?	45	49	73
Which mode of entries is good for e-companies when entering Kenyan online marketplace?	51	36	60
Which e-model is best to used by SMEs in Kenyan online marketplace?	62	83	79

Which Ways SMEs are going to reach their online target customers?	75	45	86
Are their potential fear for e-business in future?	20	28	54
Total per participant	253	241	352
Rate in percentage	34%	32%	47%

Table 3: Online survey questionnaire

**Personal interview with local e-companies and individual in Finland**

Survey questions	E-companies performing online business in Finland	Local individuals contacting online business in Finland
What are marketing strategies for SMEs to be used in Kenyan online marketplace?	7	16
Which mode of entries is good for e-companies when entering Kenyan online marketplace?	6	14
Which e-model is best to used by SMEs in Kenyan online marketplace?	2	9
Which Ways SMEs are going to reach their online target customers?	4	11
Are their potential fear for		

e-business in future?	2	3
Total participant	21	49
Total per percentage	17%	39%

Table 4: Personal interview questionnaire contacted in Finland with e-companies and individuals.

Finding result from the field show that Kenyan is an example of developing an economy in East and Central Africa. A number of emerging market and other investor see potential in the Kenyan marketplace, therefore it high time for domestic business too to take advantage in various place that as gaps to meet their objective goals. The invention of the internet had impact largely in the field of business and technology changes. Number of business nowadays are running into modern way of doing business. SMEs enterprises is seen to be an example to used such opportunity in the Kenyan online marketplace. We found that there are a number of strategies that give confident to small and medium-size intreprenuers to market themselves to online customers. SMEs need to set internet marketing plan that generalised all activities in the circle of business and other platforms that support the movement of the organization to meet their target goals.

Setting up the internet marketing plan for SMEs is the first priority that gives clear picture for all business activities. SMEs should have effective platform that can support the process of exchange of good or service to the final consumer or customer. example include supply chain management SCM, and customer relationship management CRM. The two platform is the only solution for the SMEs to understand the image of market demand and available gaps online. After SMEs creating their online trade names and website, secondly SMEs need to organised online meetings to present and promote their product or service to their target online customers. It is clear that when SMEs introduce themselves to online customers they would be able to understand their view concerned online consumer behavior, customer decision making, competition and other barriers; such information allowed SMEs to strategies their competitive marketing skills on how to sustain in the market and build long time customer relationship in relation to supply chain management.

Online retailing marketing strategies plan is the second strategies that give way for SMEs to market themselves to online business, SMEs promote their product or service direct to their final customer or consumers, this is applicable for individual or small scale size entrepreneurs with less resource to support the channel for SCM. Online entrepreneurs introduces good or service on their website by advertising using platforms like face book, instergram or twitter, whereby final consumer odder good or service online, while online entrepreneur delivers the service or good in the same region or use

online retail store in a different region to satisfy their needs and wants for their target customers.

It is an evident that there are factors supporting the movement of online business, including internet and intranet; which enable information to be transferred from one section to another, in exchange for important facts between two or more organization and other online users.

From our finding results, entry mode to a new market can either establish a new market with a new or existing good or services, it can be either large scale or small scale depending on firm resource and commitment. For a firm to start a new business there are factors to be considered first, for instant entry mode should be less cost, especially for new business.

The firms always consider certain factors basing on their decision making when entering a new market, firm choose market that is more attractive seeking that balance between benefit, cost and risk. Venturing into online marketplace required strategic skills; An online marketplace has it on challenges, the firm needs to strategize their plans, and how to cope with the obstacles. The firm needs to create future plans and securities that might sustain his/her business for a long time in the market.

Timing of entries is the first priority for the firm, either large or small scale; for small entrepreneur businesses always has to seek licensing to contact their business either online or offline, when the license are issued, firms has to take step to register their names of businesses online and opening website to market their goods or services to their customers. The need for registration is very important, in the area of identification of trade names and other barriers that mighty enter the process of running an online business with other competitors.

Market selection with online different from offline business, online business post their products to one website, whereby million of customers and consumers view the same good or services from different geographical area; has we compared to offline business one has to visit certain store to view the product physically, there are more advantage with online business; because, number of products can be bought in large value in different place either domestic or globally compared to offline business.

Decision criteria with an online business are the key channel to succeed, choosing the e-models to use in order to reach your target customers in terms of promotion and advertising products or services is very important for online businesses; Number of businesses use different models depending on their target, either online or traditional business with the scope of balancing their equilibrium financially. The choice of e-model in Kenya marketplace for e-companies to use in order to promote their products depends on scales of business, we all understand that e-business models are generated as direct results of operation of some part of the business online, internet is used as a tool with use of e-model such as emails, Facebook, tweeter, Youtube and google to promote

products or service; whereby, customer order or purchase good or services online through online payment with net banking or mobile pay; on the other hand company is ready to ship the product physically to the customer. There are a number of exciting companies in Kenya market who had experience with such activities; an example is Safaricom company, customers or consumer buy credit cards with use of mobile pay services online, whereby consumer gets service immediately. G4S is also another example of the logistic company, there is evidence to a number of Kenyan consumers who had experience good delivered to their home safely. This also showed transparency or trust to new business and new customers or consumers who might involve in the same activities in future.

A number of online stores and the retail shop had been open with the intention of operation with online business, there are charging fee for using such website when advertising and promoting of products or services. Such idea has encouraged small businesses to venture into online with less cost when hiring online marketplace to promote their goods and services. It show that every individual who has idea of doing business online is possible to venture either domestically or global with few obstacles compared to traditional way of marketing; whereby someone has to rent space and take physical movement to such area despite other challenges like traffic congestion, robbery, burning of property, spoiling of goods and accidents.

It showed that customers save time and money when purchasing online, they also expect a similar level of customers services and the option of dealing with a real person if problem arise. Customers or consumers take advantage of staying in their home, getting a discount online, freedom of choices of different products or services online at the same time; it can not affect personal schedule or movement and number of other transaction costs. There is also a reduction in the cost of transport, and flexibility of available information of good and services delivered in an easier way for consumers to use.

There are examples of companies who do their online business successfully; for instant, Kenya airways deliver their service online, information for services are more effective for all customers; whereby number of customers order air tickets from different geographical area either in domestic market or globally, such business deliver information online about the purchase of their services; whereby customers order them through payment with net banking, such information are transparent for all customers, for instant in case of any risk the company will be concerned with charging fee for insurance included in purchases.

Online marketing is always done through advertising using several channels like email, Facebook, tweeter and TV; the need for conducting marketing physical through posters, or sales personnel are limited; the internet is the only factor that reduces the physical movement because their target customers are found online.

Before firms promote their products online, there is need for identifying target customers online and their needs, after identifying the right customers and consumers in the

place. Firms should have strategic ways of building long time relationship with their target customers by delivering such needs to customers in a satisfying ways; for instant, there should be clear information on online sales to online customers or consumers, in terms of prices level, features of products and delivering point of good or services; in case good gets lost,damaged or spoil good, insurance covers all the cost. Such information gives confident to online buyers to buy goods or services without any fear or risk.

Creating attention to online customers from different geographical areas need more understanding for the interest of each customer; It takes a number of times, days or months depending on the reaction when customers pay products or services online in their first period or at several times. As a firms they should use same experiences from their old customers and new one to build long term relationship online, SMEs in Kenyan market need to identify the old strategies for offline customers as in contrast to attract their attention with online business; for instant, the images, brand names, and videos should be of high quality to create more attention to all buyers, despite current competition in Kenya online marketplace and globally for the future sustainability in the market.

For small and medium entrepreneurs business to sustain their images and brand names in an online marketplace for long time period; there are factors to be considered in place; examples are management, organising and planning strategies that have competitive advantages to customers or consumers and winning structures that maintain the desires and interest of all customers domestically as well for global market in future; including Management of online business financially and human resources.

## **6 Discussion**

The analytical perspectives based on earlier theories; hypotheses, real facts, opinions, and assumption; gives the value of the research in the field of marketing strategies for small and medium enterprises; who has an idea of opening their online business in Kenyan marketplace now or in the future.

According to information based on theory, concerned factors that contribute to the rising of online business has created a great influence on a traditional way of doing business to online business; this has more advantages compared to offline business. The invention of internet and intranet, had made businesses to take advantage of such opportunity to create a new online business or lift their traditional way of doing business to modern way, because of online demands, low cost of transaction and competition in offline business.

It is evidence whereby, a number of companies running online businesses now were there before contacting an offline business. After the invention of the internet, such companies were able to take advantage of gaps that were available online. It is clear that internet had promoted online business and that is great opportunities for e-companies, SMEs and individuals who have ideas of doing online business.

Base on literature about marketing strategies is evidence that shows how number of businesses managed to venture into online business and how they maintain themselves over there, e-companies that have experience with online business, they are able to understand more about the mode of entries to online business, environmental analysis force that might enter the organization when doing business, successful promotion channels to be used online in order to reach and win interest of all customers or consumers.

As in comparison to real facts and opinion from a different geographical point about marketing strategies for online business, is evident that also encourage SMEs and individual who has intentions of doing online businesses or those who already running an online business. There are examples of business in Kenyan online marketplace who had done their business successfully. The question that might arise is how did they enter online? And how did they reach to both their target customers and consumers?, It is an evidence that a number of e-companies who had managed to ventured into online business in Kenyan market, they used licensing as their mode of entry which was more efficient for them. Concerned their strategic ways of reaching their target customers was through online promotion including the advertisement and online events meeting to specific customers.

Basing on social and economical facts about Kenya market and a number of high technologies had led to great opportunities for SMEs to venture into online business and be able to enjoy the benefit of online business; with low transaction cost, transparency of government policies on businesses, high-speed internet and high demand in online marketplace.

It is proved that the population of Kenya currently is up to 40 million. According to research; the economy of Kenya is improving every year by 4%, with the moderate inflation rate, increase in employment rate and improve in legal policies. This has led to a number of e-companies to do online business due to a sustainable economy. When population increase it also let to impact of high demand in both use of resources and invention of technologies to make short ways in order to meet the demand of all people; before market was performed with the exchange of good and good; this was call better trade, later the currency was introduced to minimise the space and distance, which was an act of the same value as good or services in the market. But nowadays trading is more advanced; whereby, technologies had been improving and use as the only channels for business; Internet is one example of the channel that contributes to the exchange of information between different e-companies and customers as well buyers who had an intention of buying good or services online with the use of netbanking.

There is a need for SMEs to have wide knowledge about websites, on how to create, use and manage online services; as in a contrast to the traditional way of doing business, the use of the internet is more advanced and need advance sellers to buyers. There is huge competition in online business compared to offline business. SMEs should be smart on



ways of reaching their customers, as in terms of trusts and negotiation; also SMEs need to build good platform with the logistic department for them to operate efficiently and effectively when delivering final products to other customers or consumers. The need for having effective cooperation between logistic and producers/sellers before reaching the final user is more important, as in concerned to online shops and warehouses, online stores located in a different region in relation to the deliverance of goods to final customers. whereby goods, are to be delivered on time and safely and this might build trust between online sellers and buyers.

SMEs should understand ways of controlling risk, in terms of budgeting for the all transaction cost, this also is more important, whereby the cost of producing and deliverance will not be more costly than the price of product or services itself. The reason for identifying the cost of transaction as a major content will save the risk of an organization from running loss or bankrupt. Doing online business for SMEs in the first place has a number of challenges before adapting the strength on how to handle different customers and brokers who come along the way despite huge completion. SMEs and other individuals who are interested in performing an online business should not get discourages with such obstacles. A number of e-companies who has experience related to factors that enter online business, Has managed to develop strategies on how to cope with it and move forward. Identifying online customers behavior is quite challenging as in compared to offline business ways of identifying the target customer. Before product or service being introduce into the market, there should be a ready market or target customer for it and demand from buyers. It is more benefit for SMEs to have target customers or consumers before any transaction, a product or service can not be promoted without a ready market for it. It is good for SMEs to keep in mind that not all goods can be sold online; there are good which have more advantages when is done online while other are not, because others are perishable or non-perishable and maintenance cost is high, which might create a great loss instead of getting a profit. The field for online business in Kenyan marketplace is ready for either SMEs or individuals; before starting a business, there should be effective strategies that can sustain the business for a long time in return profit and not losses.

SMEs should have a clear purpose which drives them to abundant profit. The need for doing online business should be clear, ways of reaching their customer should be effective and transparent in terms of a trust. Good negotiation with other dealers or brokers along the way will make the business successful and good relationship between sellers and buyers. For SMEs to co-operate in a joint venture, There should be related products or services for instance if there is already existing online business promoting products with same models, it is easier for an agreement to partner with other e-companies, whereby, its less cost in terms of labor and ready buyers to pay somehow similar products or services in the same website.

We found that businesses are into modern ways of doing business, the main reason found that companies are limited to meet their objective goals; therefore, opportunities

that are available looks to be the only channel that led them to abundant profit and no risk.

Secondly, number of companies see opportunities in this changing environment, internet is the only factor that had contributed to the risen of online business; whereby businesses who were running traditional way of doing business had ventured into online business; because, customers and consumers are into online activities to advance their work and ways of living.

Thirdly comes point company venture to a new environment, for instant online business, we found that every business or any other organisation or individual should have strategies/ plans before doing either business or other activities. Example for our study was small and medium size enterprises, such businesses had intention of venturing into online business in Kenyan marketplace, before SMEs enter online there should be roadmap work on how they are going to reach over there and number of strategies to use as their tool to compete in such new environment in order to meet their objective goals.

Fourthly, in support of certain factors like the internet looks to be the only opportunity for online business in terms of changing information and other transaction. Kenyan economic boost number of business, there is transparency in government policies include taxes rate, registration and available market place for all entrepreneurs.

Finally, SMEs have a number of opportunities in Kenyan online marketplaces, there are available customers and direct consumers to buy their products/services online, in relation to the modern way of doing business; the use of internet, smart phones and other diverse supports the platform for e-model transaction; including online shops and stores. This all factors gives ways for SMEs to market themselves online as well their products/services and by implementing competitive strategies that allowed them to win the interest of target customers

## **7 Conclusion**

In conclusion, e-business is seen to be a modern way of doing business, it is the only opportunity for SMES to venture into an online enterprise because of high demand as a result of customers access to the internet and buying from online shops. It is high time for small and medium-size enterprise to take advantage for the available market in online business despite of competition in the traditional way of doing business. Online business also has low-risk management in term of cost and west of resource. Contacting online business requires good connection between producers, suppliers, distributors and sellers or brokers; whereby, one person or more can run a big company by sitting in a room while making huge transaction in cooperate with other co-workers.

The right entry modes and way of promoting business has let to huge profit in businesses, creating awareness about the brand or name of a company in new market results to customers understanding about products or service. satisfying the need of all customers

and building of good relationship keep the business to sustain in the market for longer period despite of other barriers

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The research study was contacted as online survey questionnaire by laurea business students in Finland, to find a number of opportunities for Small and Medium-size enterprises in Kenyan online marketplace. A number of answers will be a platform for our challenging problems in the research field. We appreciate your responses.

No Appendix 1: Supporting questions for research problems

1. What are the marketing strategies for an e-business, entering the Kenyan market?
  - a. Internet marketing plan
  - b. Online retail marketing plan
2. Which mode of entries is good for e-companies to use when entering Kenyan market?
  - a. Licensing
  - b. Joint venture
3. Which e-model is best to be used in Kenyan market?
  - a. Business to business (B2B)
  - b. Business to consumer (B2C)
4. How e-companies are going to reach their online target customers?
  - a. Online promotion
  - b. Organising online events and meetings
5. Are their potential fear for e-business in future?
  - a. Yes
  - b. No